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M.T.T.M.-2

Human Resource Planning and Development in Tourism

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AND DEVELOPMENT IN TOURISM**

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QUESTION PAPER

June – 2023

(Solved)

HUMAN RESOURCE PLANNING AND DEVELOPMENT IN TOURISM

M.T.T.M.-2

Time: 3 Hours]

[Maximum Marks: 100

Note: (i) Attempt any five questions. (ii) All questions carry equal marks.

Q. 1. Elaborate the meaning, scope, objectives and process of HR Planning in Tourism.

Ans. Ref.: See Chapter-1, Page No. 1, 'Introduction', 'Objectives of Human Resource Planning', Page No. 2, 'Concept of Human Resource Planning' and Page No. 3, 'Human Resource Planning in Tourism'.

Q. 2. Illustrate various models/approaches of HR Planning.

Ans. Ref.: See Chapter-1, Page No. 4, 'Approaches to Human Resource Planning'.

Q. 3. What is Manpower Supply? Describe various methods of manpower supply in Tourism Industry.

Ans. Ref.: See Chapter-4, Page No. 29, 'Manpower Supply Concept', Page No. 30, 'Macro Forecasting' and Page No. 31, 'Micro Forecasting'.

Q. 4. Write notes on the following:

(a) Cloud HRP.

Ans. A cloud HR system unifies data for a centralised platform that offers better, quicker and easier HR management.

You can find cloud-based human resource management system software that offer specific HR functionality, such as payroll systems or recruitment systems, but by far the best choice is a cloud-based HR system that handles all aspects of HR. These systems allow you to manage everything from payroll to training all in one place to help you save time and energy.

Modern HR demands are growing rapidly as the workforce as well as external factors such as legal requirements continue to change frequently. There is also mounting pressure from top management on HR operations as significant cost wastage is attributed to human resource including absenteeism and skills gaps. Today, many businesses are prioritising HR to drive significant cost savings and success. As the single

biggest driving force of the entire organisation, employees need to be carefully and efficiently managed to get the best possible results.

(b) HR Auditing.

Ans. Ref.: See Chapter-9, Page No. 69, 'Introduction' and 'Audit'.

Q. 5. Discuss various methods of job evaluation.

Ans. Ref.: See Chapter-7, Page No. 54, 'Job Evaluation Methods and Job Ranking'.

Q. 6. Prepare job analysis of a Tour Manager, and Tour Guide.

Ans. Ref.: See Chapter-6, Page No. 50, 'Design of Job Analysis Questionnaire' and Page No. 51, 'Design of Job Description'.

Q. 7. Elaborate the need and importance of computer in HRP.

Ans. Ref.: See Chapter-8, Page No. 67, Q. No. 1 and Q. No. 3.

Q. 8. Describe various HRD practices in Tourism.

Ans. Ref.: See Chapter-14, Page No. 122, 'HRD in Tourism Sector'.

Q. 9. Define HRIS. Describe the objectives and role of HRIS in Tourism.

Ans. Ref.: See Chapter-8, Page No. 63, 'Introduction', Page No. 66, 'Computer Applications in Human Resource Management: An Overview'.

Q. 10. Write notes on any two of the following:

(a) HR Accounting.

Ans. Ref.: See Chapter-10, Page No. 75, 'Introduction' and the 'Concept of Human Resource Accounting'.

(b) HRD System.

Ans. Ref.: See Chapter-12, Page No. 98, 'Introduction'.

(c) Job Design

Ans. Ref.: See Chapter-6, Page No. 51, 'Design of Job Description'.



QUESTION PAPER

Exam Held In

March – 2022

(Solved)

HUMAN RESOURCE PLANNING AND DEVELOPMENT IN TOURISM

M.T.T.M.-2

Time: 3 Hours]

[Maximum Marks: 100

Note: (i) Attempt any five questions. (ii) All questions carry equal marks.

Q. 1. What is HR Planning ? Explain the factors affecting HR planning in Travel Agency Business.

Ans. Ref.: See Chapter-1, Page No. 2, 'Concept of Human Resource Planning' and Page No. 3, 'Need for Human Resources Planning in Tourism'.

Q. 2. What is Manpower Forecasting ? Discuss various types of manpower forecasting practices used in Tourism Industry.

Ans. Ref.: See Chapter-3, Page No. 20, 'Manpower Forecasts and its Need'.

Q. 3. Define Job Evaluation. Discuss its merits and demerits.

Ans. Ref.: See Chapter-5, Page No. 40, 'Job Evaluation and its Objectives', Page No. 43, 'Advantages of Job Evaluation' and Page No. 44, 'Human, Technical and Economic Problems'.

Q. 4. Define Job Analysis. Discuss its objectives and process.

Ans. Ref.: See Chapter-6, Page No. 46, 'Job Analysis and Related Terms: Definition' and Page No. 47, 'Job Analysis : Uses'.

Q. 5. What is HRIS ? Discuss the advantages of an effective HRIS in tourism.

Ans. Ref.: See Chapter-8, Page No. 63, 'Introduction' and Page No. 68, Q. No. 1.

Q. 6. Write notes on the following:

(i) HRD mechanisms

Ans. Ref.: See Chapter-12, Page No. 99, 'HRD Mechanisms'.

(ii) HRD trends

Ans. Ref.: See Chapter-11, Page No. 95, 'HRD Instruments: Trends'.

Q. 7. Define Human Resource Accounting. Discuss its need and importance.

Ans. Ref.: See Chapter-10, Page No. 75, 'Introduction', 'The Concept of Human Resource Accounting' and Page No. 77, 'Introduction as a Key Factor in Human Resource Planning'.

Q. 8. What is HR Audit ? Describe its process and importance.

Ans. Ref.: See Chapter-9, Page No. 69, 'Audit', Page No. 70, 'The Need and the Purpose of Formal Human Resource Audit' and 'Auditing Process: Essential Steps in HRA'.

Q. 9. Illustrate the need and importance of HRD in tourism.

Ans. Ref.: See Chapter-14, Page No. 122, 'HRD in Tourism Sector'.

Q. 10. Write notes on the following:

(i) Task Analysis.

Ans. Ref.: See Chapter-13, Page No. 107, 'What is Task Analysis?'

(ii) Job description of a tour casting manager.

Ans. Ref.: See Chapter-6, Page No. 51, 'Design of Job Description' and 'Uses of Job Description'.

Also Add: Following are the responsibilities of Tour Casting Manager:

- Develop and execute innovative marketing programs/plans that attract customers
- Manage the department's marketing budget
- Supervise the tourism marketing team members
- Oversee the design of marketing materials for our platforms (website and social media accounts)
- Develop and maintain good relationships with customers via social media platforms
- Collect industry data and use the insights to update our marketing strategies
- Make daily schedule plans and allocate duties to team members. ■ ■

Sample Preview of The Chapter

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HUMAN RESOURCE PLANNING AND DEVELOPMENT

Concepts and Process of Human Resource Planning

1

INTRODUCTION

Human Resource Planning can be defined as the process by which an organisation ensures that it has the right number and kinds of people, at the right places, at the right time and that these people are capable of performing their tasks effectively and efficiently. By ensuring all this organisation can achieve its overall objectives. Thus Human Resource Planning can be called manpower planning, personnel planning or employment planning and in other words it is cost-effective utilisation of employees. When HR Planning is applied properly in the field of HR Management, it would assist to address the queries as the number of staff the organisation should have, the type of employees as far as skills and abilities the company should have, in what way the organisation best utilise the available resources and finally the concept of talent management to be employed in the company. Poor HR Planning and lack of it in the organisation may

result in huge costs and financial losses. There is a tendency to recruit more than required employees because of that cost of bad recruitment is more. Therefore effort should be on forecasting that is the needs of the employees are derived from the corporate objectives of the organisation. The next step is to take stock of the current employees in the organisation. The HR inventory should not only relate to data concerning numbers, ages, and locations, but also an analysis of individuals and skills. Nowadays everything is human capital. Therefore planning of recruitment is of vital importance in any organisation.

CHAPTER AT A GLANCE

OBJECTIVES OF HUMAN RESOURCE PLANNING

The main objectives of human resource planning are to see that the manpower is utilised to the most, that it helps decrease the CTC by few per cent, decrease in the training cost for the company, there

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should be increase in the number of suggestions generated by the employees, increase in the number of quality circle projects that the employees take up, decrease in the absenteeism and ensuring desired percentage of employee engagement.

CONCEPT OF HUMAN RESOURCE PLANNING

The managing of staff more effectively and efficiently requires a broad process known as Human Resource Planning. It constitute one of the major strategies to enhance and improve work performances, this is done by removing deficiencies and prevent deficiencies. The process of Human Resource Planning include analysis of level of skill in the organisation, analysis of current and expected vacancies due to retirement, discharges, transfers, promotions, sick leaves, absence or other reasons and analysis of current and expected expansions. This also indicates that plan has to be made internally by the Human Resources for training and development of present employee, for advertising job opening recruiting and hiring new people. A good Human Resource Planning must respond appropriately to the rapid changes in the society and must go beyond forecasting to all aspects of personnel management.

NEED FOR HUMAN RESOURCE PLANNING

In today's scenario education and training holds the dominant place, and HRP basically involves in the decision-making with regard to education which helps in the enhancement of the human resources in economic development on the whole. After this the main question that lurks in everyone's mind is that how the policy planners reach out on a decision.

For any market mechanism to grow their needs a good relationship between producers and consumers. In any competitive market economy, all the participants amongst the producers need to have the best of knowledge about the market trends. Thus the bonding between the two that is consumers and the producers helps in the final outcome of set prices which guarantees maximum allocation of resources.

The standard definition of optimality given by Pareto is that welfare of every participant is basically viewed from the point of view of the individuals' perception of choices and performance according to his her own standards.

There are some conditions which needs to be fulfilled to achieve Pareto's optimality in resource allocation and they are as under:

- informed consumers
- absence of internal economies of sales in production
- absence of externalities either in production or in consumption
- absence of public goods

If any of the above condition is not met then it leads to market failure.

The next thing which comes into picture is that does education violates any of the given four conditions as under:

- 1. Consumers Knowledge of Education:** Parents play the most important part in deciding the education stream their children will take. There are cases when parents are not well informed about the system and in these cases state government plays a very important part by providing vocational courses.
- 2. Scale Economies in Production and Education:** The maximum allocation of resources in case of education signifies that all resources should be equally productive. The resource allocation pattern is not optimum if there is scale economies in any one or more segments of education.
- 3. Externalities in Production or in Consumption:** It is recommended if some activities are capable of generating external benefits then it is all the more good. Education has many external benefits. They may pertain to social benefits or economic benefits.

- 4. Public Goods:** When public goods are generated then no single individual can be given due for losses or gains but it goes to the whole society.

NEED FOR HUMAN RESOURCES PLANNING IN TOURISM

The Ministry of Tourism in India seeks ways to promote and develop tourism. Tourism industry growth in our country is prone to the changing economic conditions. In the event when our country is passing through a low phase or an individual's job is at stake, not many people choose to travel. This poses a limitation and people are constraint to spend on travelling. Therefore in such times Human Resource Planning in tourism is very important. As the tourism industry is dependent on labour, and labour costs of goods and services produced are very high. It means that labour expenses have an important share on total expenses. In order to provide quality goods and services at a reasonable price, and compete with their competitors, tourism administrators must control the labour expenses and satisfy their employees. Tourism industry in India is facing an acute shortage of manpower which is educated. Employees are the only source who materialize the dreams and without them the vision would remain only a dream. In the hospitality industry, the interaction between customer and employee takes on a special meaning and importance, and customer satisfaction depends almost entirely on the best performance from the staff. It is therefore most important to attract the right kind of employees and then induct, support, motivate and retain them. Good beginning can be made by recognizing the elements of job satisfaction from the employee's viewpoint. For this it is must to have good work conditions, to built up opportunities for promotions, give fair pay to the employers, get the best opportunities for training, as much as possible make the job interesting, give them reasonable level of responsibility, to an extent basic security be given to them, their work needs to be appreciated.

The word hospitality means to receive as a guest. Hospitality may bring to mind the times your relatives stayed over at your home, or the times your family went on vacation and stayed at a resort or hotel. As a guest, what is expected for the guests? Traditionally, the requirements of a guest are food, drink, and shelter. If the word hospitality refers to the provision of these three necessities to travellers, then the industry consists of businesses that do this. Some hosts, however, also provide entertainment for their guests, like on a cruise ship or a casino. The entertainment industry is far-reaching, including everything from theme parks to sports events. Unlike hospitality, entertainment is not associated with the provision of a tourist's basic needs, and as a whole separate industry altogether.

We should be rest assured that no trip can be successful without the help of right manpower or creativity and the best of services provided and for that matter an ideal place for a perfect vacation is Chokhi Dhani Resort and what makes it so?... Without further contemplation it is the multiple facilities fulfilling all needs of guests. Chokhi Dhani has incorporated all that is needed to make a guest's stay, a memory. Its continual improvement system always maintains the standards. So guests are assured that their comfort is in right hands. The warmth of service will make their stay one of the most comfortable and full of fond memories, making them come back to this place again and again. This is the awe of right kind of concept in tourism. Tourism has explored Kerala to the fullest and the results are beyond expectations. People are visiting this state which is a wonderful state to tour. One can club the holidays in Kerala with various rejuvenation programmes offered by *ashrams* and hotels in Kerala. Kerala has a number of hotels and Ayurvedic clinics. Kerala is the front-runner in providing the best wellness therapies. The state has many hotels that offer fine facilities to tourists visiting the state. Apart from hotels, the state has various Ayurveda ashrams that are practicing the Ayurvedic treatments for a long time. These ashrams are the ideal centres for Ayurveda treatment.

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In order to have improvements in HRD standards it is important to have HRP in tourism in order to act we need to think. Just as we need tools like screwdrivers and hammers to do jobs around the house, we need tools with which to think. Acting and thinking about HRP is no different. This will enable you to think deeply, carefully, critically, and reflectively about the nature of the human resource, the workplace, and the possibilities, limitations, aims, and role of human resource management. HRP is a kind of risk management. It involves realistically appraising the present and anticipating the future (as far as possible) in order to get the right people into right jobs at the right time. With the growing trend in tourism it is the right tool for earning foreign exchange. In the competitive world India and other countries are trying their best to make the maximum. Thus globalisation means managing HR diversity, new cultural change, new training etc. Tourism has become very demanding and for that full attention has to be given to HRP and HRD in tourism industry and this will result in manyfold improvement and hence gain profit.

APPROACHES TO HUMAN RESOURCE PLANNING

Corporate social responsibility can be defined as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. It is about companies going beyond minimum legal requirements in order to address societal needs. Only when the whole world frames their thinking about society's problems in similar ways can a mechanism for cooperation develop. Tourism is not different. For any educational planner the three options exist. The foremost is to treat education as consumption good; the second option is to use it as investment good and finally to consider skilled manpower as basic input to production of goods and services within the economy.

There are three main approaches to educational planning that is social demand, manpower

forecasting, and cost benefit. The social demand approach, useful only for reference purposes, attempts to forecast and assess consumer demand for education. Manpower forecasting tries to insure an output of the educational system to meet future economic demands, but provides mere approximations for medium and short run goals. The cost-benefit approach, which will be most utilised in the future, attempts to insure either maximization of some objective function, or minimization of resources used to achieve a certain goal.

Social Demand Approach

The demand for education in the society beyond assessment. education planning has been highly centralized. Plans were and have continued to be conceived, initiated and developed by the central authority at the national level. Thereafter, developed plans were disseminated to lower organs for adoption and implementation. In response to the planning reform requirements a number of initiatives have been put in place to set the new system in motion. The planning reform initiatives include school mapping and micro planning of the whole school development programme and ward-based education management programme. The gap between the demand and supply of education related information is widening. Currently, information tends to be confined to people within particular units or departments. Even within the same institution, information on the performance of one department may not be readily available to another department. Thus, seeking for education information from various institutions becomes a tedious task. There are also concerns on the accuracy and relevancy of some education data collected. All these need to be addressed properly and efficiently.

There are some constraints in the projection of social demands for education, like

- Unconducive learning environment.
- Shortage of teaching and learning materials.
- Shortage of teachers in schools especially in rural areas.